

Message Text

UNCLASSIFIED

PAGE 01 USUN N 01912 01 OF 02 222100Z

63

ACTION IO-14

INFO OCT-01 ISO-00 CIAE-00 DODE-00 PM-07 H-03 INR-10 L-03

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R 222001Z MAY 74

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UNCLAS SECTION 1 OF 2 USUN 1912

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SUBJ: UNICEF EXECUTIVE BOARD MEETING--ADMINISTRATIVE AND
FINANCE COMMITTEE, MAY 16-17, 1974

1. SUMMARY. THE ADMINISTRATIVE AND FINANCE COMITE APPROVED THE 1974-1976 FINANCIAL PLAN, THE REVISED 1974 BUDGET ESTIMATES, THE 1975 ADMINSTRATIVE AND PROGRAM SUPPORT BUDGETS, AND BUDGET PROPOSALS FOR THE COPENHAGEN PACKING AND ASSEMBLY CENTER (UNIPAC). THROUGHOUT THE SESSION COMITE MEMBERS WERE CONSTANTLY REMINDED THAT UNICEF MAY HAVE TO CUT BACK ON PROGRAMS IN COMING YEARS IF CONTRIBUTIONS ARE NOT INCREASED. THE US AND OTHER DELS EXPRESSED CONCERN ABOUT THE OVERALL FINANCIAL PLAN PRESENTED TO THE COMITE CONSIDERING THE ECONOMIC CRISIS WHICH IS BEING SUFFERED WORLDWIDE DUE TO SHORTAGES AND INFLATION. CANADA AND THE USSR EXPRESSED STRONG OPPOSITION TO THE TRANSFER OF LONG-TERM PROGRAM FUNDS FOR SHORT-TERM EMERGENCY NEEDS. SEVERAL DELS COMPLAINED ABOUT THE POSSIBLE MOVE OF THE GENEVA OFFICE ONLY TWO YEARS AFTER IT HAD MOVED FROM PARIS. ALL DELS APPROVED THE PROPOSAL THAT UNICEF PURCHASE OR BUILD HOUSING FOR OVERSEAS STAFF, BUT ONLY WHERE ABSOLUTELY NO OTHER ALTERNATIVES EXISTED. FOLLOWING ADOPTION OF THE GREETING CARD BUDGET FOR 1975 SWEDEN, IN A GLOOMY STATEMENT, NOTED THAT WITH WORLDWIDE GALLOPING INFLATION THE GREETING CARD OPERATION FOR THE FIRST TIME SINCE ITS FOUNDING MAY NOT MEET ITS

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PAGE 02 USUN N 01912 01 OF 02 222100Z

GOAL. A RESTATEMENT OF THE MANAGEMENT SURVEY TEAM'S GOALS, BY

ONE OF ITS MEMBERS, ENDED THE 1 1/2 DAY SESSION. END SUMMARY.

2. FINANCIAL PLAN 1974-76. FOLLOWING PRESENTATION OF THE FINANCIAL PLAN, THE US REP (SCELSI) REQUESTED INFORMATION ON THE INCOME FOR THE PLAN. HEYWARD SAID THAT GENERAL RESOURCES AND SPECIAL CONTRIBUTIONS, WHICH COULD BE FUNDS-IN-TRUST IF A GOVT PLACED MONEY IN LONG-TERM PROGRAMS, WERE CONSIDERED THE UNICEF INCOME. MR. SCELSI THEN NOTED THAT HIGH COSTS, SHORTAGES AND INCREASED PRICES ARE CITED THROUGHOUT 1974 UNICEF DOCUMENTATION AS CREATING SEVERE PROBLEMS FOR THE AGENCY. ALTHOUGH THERE IS NO EXPLANATION, IT CAN BE ASSUMED THAT INFLATION HELPED TO PUSH THE BUDGET ESTIMATED AT \$120 MILLION IN 1973 TO \$138 MILLION IN 1974. TO PROCEED TO MAKE COMMITMENTS ON NON-EXISTENT MONEY WOULD APPEAR FISCALLY IMPRUDENT. HE SAID THE WISER COURSE MIGHT BE TO PREPARE A PLAN WHICH AS NEAR AS POSSIBLE TAKES INTO ACCOUNT ALL ECONOMIC CONSTRAINTS AND SETS PROGRAM GOALS IN ACCORDANCE WITH THOSE CONSTRAINTS. THE US DEL AGAIN REQUESTED THAT THE BUDGET BE PRESENTED ON ONE PAGE WHICH WOULD INCLUDE FREIGHT AND IN-KIND CONTRIBUTIONS.

3. THE ISSUE OF USING LONG-TERM PROGRAM FUNDS FOR SHORT-TERM NEEDS WAS DEALT WITH IN BOTH THE GENERAL PROGRESS REPORT FOR THE BOARD AND IN FINANCIAL DOCUMENTS FOR THE ADMINISTRATIVE AND FINANCE COMMITTEE. THE USSR ELECTED TO SPEAK TO THE MATTER IN THE LATTER GROUP. THEY OPPOSED THE RECOMMENDATION BASED ON THEIR BELIEF THAT LONG-TERM FUNDS ARE FOR SPECIFIC PROGRAMS AND A SHIFT OF THESE FUNDS COULD LEAD TO A CHANGE IN THE FINANCIAL PLAN AND AFFECT LONG-TERM PROGRAMS. THIS WAS SUPPORTED BY THE CANADIAN DEL WHO HAD ALSO OPPOSED THIS RECOMMENDATION IN THE EXECUTIVE BOARD SESSION. HEYWARD (SECT) NOTED THAT THE AMOUNT SHIFTED WOULD BE 20 PERCENT MORE OR LESS AND THE ISSUE WOULD BE DISCUSSED FURTHER IN THE PROGRAM COMMITTEE. THE UK OBJECTED TO PLACING THE ITEM IN THE PROGRAM COMMITTEE AT WHICH POINT THE CHAIRMAN (GIAMBRUNO, URUGUAY) DECIDED THE ISSUE WAS A SUBSTANTIVE MATTER WHICH SHOULD BE DECIDED BY THE EXECUTIVE BOARD. THE USSR NOTED THAT ANY FINAL REPORT ON THE ITEM SHOULD REFLECT THEIR VIEWS.

4. SWEDEN EXPRESSED THE OPINION THAT THE FINANCIAL PLAN WAS TOO OPTIMISTIC AND ASKED HOW CUTS WOULD BE EFFECTED IF THERE IS AN UNCLASSIFIED

UNCLASSIFIED

PAGE 03 USUN N 01912 01 OF 02 222100Z

INCOME SHORTFALL. SWITZERLAND ALSO REFLECTING CONCERN ABOUT THE PLAN ASKED: 1) HOW LARGE WAS THE TREASURY; 2) WAS THERE INTEREST FROM THE TREASURY; AND 3) WHAT IS UNICEF'S POLICY FOR FUTURE YEARS REGARDING THE TREASURY. RESPONDING TO THE SWEDISH DEL, HEYWARD SAID THAT IF THERE WAS A REDUCTION IN INCOME, THEN A REDUCTION WOULD BE MADE IN FUTURE COMMITMENTS. FOR INSTANCE, IN 1975 THE REDUCTION WOULD BE \$10 MILLION. THERE WOULD BE A REDUCTION IN CALL-FORWARDS IN EACH SUCCEEDING YEAR. IT WOULD BE

A GENERAL REDUCTION FOR ALL COUNTRIES RECEIVING ASSISTANCE. THE UNICEF COMPTROLLER (MIDDLEMAN) RESPONDING TO THE SWISS DEL SAID THAT THE CURRENT TREASURY TOTALS \$65 MILLION. IN 1973 THERE WAS INTEREST OF \$3 MILLION, ALMOST DOUBLE THAT EARNED IN 1972, BUT THIS WOULD VARY. SWEDEN STATED THAT REDUCING COMMITMENTS ILLUSTRATED A PROBLEM. WITH INFLATION, IF CONTRIBUTIONS REMAINED STABLE OR STATIC, THERE WOULD BE AN AUTOMATIC REDUCTION IN PROGRAMS BECAUSE THE AMOUNT THAT COULD BE DELIVERED TO A GIVEN COUNTRY WOULD BE REDUCED. HE ENCOURAGED COUNTRIES TO MAKE FORWARD PLEDGING AS SWEDEN DOES ON THE ASSUMPTION THAT PRICE RISES WILL CONTINUE. HE ALSO SUGGESTED THAT FORWARD PLEDGING BE TAKEN UP AT THE PLEDGING CONFERENCE.

5. PROGRAM SUPPORT AND ADMINISTRATIVE SERVICES ESTIMATES, 1974-75. THE EXECUTIVE DIRECTOR INTRODUCED ITEM 4 EXPLAINING THE REASONS FOR THE INCREASES IN PERSONNEL. HE ALSO REMARKED THAT UNICEF HAD HIRED FOUR WOMEN DURING THE YEAR. HE SAID THAT NO PERSONNEL PLANS HAD BEEN DRAWN UP AND WILL NOT BE DRAWN UP UNTIL THE MANAGEMENT SURVEY HAS BEEN COMPLETED. IT WAS EXPLAINED THAT THE AUTHORIZATION OF THE TRANSFER OF FUNDS BETWEEN THE PROGRAM SUPPORT BUDGET AND THE ADMINISTRATIVE BUDGET WAS NECESSARY BECAUSE THERE WAS OFTEN A DEFICIT OF FUNDS IN ONE SECTION OF THE BUDGET WHILE A SURPLUS EXISTED IN THE OTHER AND CURRENT REGULATIONS PREVENTED TRANSFER FROM ONE SECTION TO THE OTHER. REGARDING THE CHANGE OF THE DEPUTY DIRECTOR'S POST TO THAT OF ASYG, MR. LABOUISSSE GAVE AN IMPASSIONED SPEECH ABOUT OTHER AGENCIES, UNDP, UNEP, ETC. WHICH HAD AFTER UNICEF'S REQUEST, BEEN ALLOWED NUMEROUS ASYG POSTS. HE SAID UNICEF WAS STILL DENIED AN ASYG AND REQUESTED BOARD SUPPORT REGARDING HOUSING FOR UNICEF PERSONNEL, LABOUISSSE SAID THAT THIS WOULD BE CONSIDERED ONLY IN SITUATIONS WHERE NO ALTERNATIVES EXISTED. THE US LED THE DELS IN SPEAKING OUT ON THIS ITEM AND RECOMMENDED UNICEF SEEK WAYS OF REDUCING ADMINISTRATIVE AND PROGRAM SUPPORT COSTS. THE POSSIBILITIES OF EFFECTING UNCLASSIFIED

UNCLASSIFIED

PAGE 04 USUN N 01912 01 OF 02 222100Z

GREATER EFFICIENCY, AS A MEANS OF CUTTING COSTS, SHOULD BE INTENSIVELY REVIEWED DURING THE MANAGEMENT SURVEY. THE US DEL REQUESTED A BUDGET FOR THE MANAGEMENT TEAM'S SURVEY AND AGAIN SUGGESTED IMMEDIATE IMPLEMENTATION FOLLOWING THE FINAL REPORT. HE STRONGLY URGED THE EXECUTIVE DIRECTOR TO RESIST ATTEMPTS TO FORCE UNICEF TO MOVE FROM ITS RENT-FREE QUARTERS IN GENEVA.

THE US DEL NOTED THE SIGNIFICANT STAFF INCREASES WERE IN LINE WITH THE PLANNED PROGRAM GROWTH FOR 1974-76. HOWEVER, THEY MIGHT BE QUESTIONABLE WHEN THE POSSIBILITY EXISTS THAT COMMITMENTS MAY BE LESS IF PLEDGES FOR 1975 DO NOT MEET THE \$100 MILLION TARGET. THE U.S. SUPPORTED UP-GRADING THE SENIOR DEPUTY DIRECTOR TO ASYG. DEL ALSO SUPPORTED THE PURCHASE OR CONSTRUCTION OF HOUSING BY UNICEF IF NEEDED. SUCH HOUSING SHOULD BE MODEST.

USSR STRONGLY CRITICIZED THE PERSONNEL REQUEST AND NOTED THAT WITH THE TEMPORARY POSTS UNICEF HAD EMPLOYED CLERKS AND TYPISTS

WHEN THESE POSTS WERE INTENDED FOR TECHNICAL STAFF. HE SUGGESTED THAT TEMPORARY POSTS HAD BEEN USED AS A WAY OF RECRUITING INTERNATIONAL STAFF NOTING THAT TEMPORARIES WORK FOR MANY YEARS IN SOME CASES. HE SAID SUCH PRACTICES WERE QUESTIONABLE AND REQUESTED

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PAGE 01 USUN N 01912 02 OF 02 222135Z

63

ACTION IO-14

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R 222001Z MAY 74

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TO SECSTATE WSAHDC 4201

UNCLAS SECTION 2 OF 2 USUN 1912

SUBJ: UNICEF EXECUTIVE BOARD MEETING--ADMINISTRATIVE AND
FINANCE COMMITTEE, MAY 16-17, 1974

INFORMATION ON A NUMBER OF TEMPORARY POSTS FOR 1974-75. THE PLEA FOR A SINGLE ADMINISTRATIVE BUDGET AND PROGRAM SUPPORT BUDGET WAS MADE AGAIN ON THE BASIS THAT TWO SEPARATE BUDGETS ARE ARTIFICIAL. HE REGISTERED DISAPPROVAL OF HIGH ADMINISTRATIVE COSTS. APPROVAL OF DECENTRALIZATION WAS EXPRESSED SINCE IT IS SEEN AS REDUCING WORK IN REGIONAL OFFICES AND WOULD SAVE MONEY. SWEDEN RAISED THE ISSUE OF THE GENEVA OFFICE NOTING THAT THE PARIS TO GENEVA MOVE HAD JUST BEEN ACCOMPLISHED AND NOW THE OFFICE WOULD HAVE TO MOVE OUT OF THE PALAIS INTO THE ILO OFFICES. COMMENTING ON THE USSR INTERVENTION, SWEDEN NOTED THAT HIGH ADMINISTRATIVE COSTS DID NOT NECESSARILY IMPLY INEFFICIENCY. HE AGREED THAT THE ADMINISTRATIVE AND FINANCIAL COMITE SHOULD HAVE A FIRMER GRIP ON THE BUDGET AND HOPED THAT THE MANAGEMENT SURVEY TEAM WOULD DEAL WITH THIS ISSUE. THE NIGERIAN DEL NOTED THAT THE INT'L POST FOR NIGERIA AND GHANA WAS VACANT AND SUGGESTED THAT EITHER A NIGERIAN OR GHANAIN BE HIRED WHICH WOULD CUT COSTS SINCE THEY WOULD NOT HAVE TO TAKE HOME LEAVE. SHE ALSO RAISED QUESTIONS ABOUT PURCHASE OR

CONSTRUCTION OF HOUSING BY UNICEF AND RECOMMENDED, THAT THE RECIPIENT GOVT PROVIDE SUCH ACCOMMODATIONS. GERMANY, SWEDE, INDONESIA AND THE UK HAVE ALL BECOME INTERESTED IN THE NUMBER OF WOMEN EMPLOYED IN UNICEF AND GERMANY REQUESTED THAT UNCLASSIFIED

UNCLASSIFIED

PAGE 02 USUN N 01912 02 OF 02 222135Z

THE EXECUTIVE DIRECTOR GIVE A COMPLETE ACCOUNTING OF THE NUMBER OF WOMEN IN UNICEF ALONG WITH INFORMATION ABOUT THEIR LEVELS. THE UK BRIEFLY INTERVENED TO NOTE THAT STAFF INCREASES WERE DUE TO TRUST FUND ACTIVITIES AND RECOMMENDED THAT ANY NOTED PROJECTS BE CHARGED FOR OVERHEAD. AS DID OTHER DELS, UK NOTED THAT A NUMBER OF PERSONNEL PROBLEMS, PARTICULARLY INCREASES, SHOULD BE CONSIDERED AFTER THE MANAGEMENT SURVEY WAS COMPLETED.

6. LABOUISSIE REPLIED THAT HE COULD NOT FORECAST THE NUMBER OF TEMPORARIES THAT WOULD BE NEEDED SINCE USUALLY THEY WERE HIRED BECAUSE OF EMERGENCIES. REPLYING TO THE USSR, HE DID NOT UNDERSTAND WHY HAVING TWO BUDGETS, ADMINISTRATIVE AND PROGRAMME SUPPORT, CREATED A PROBLEM SINCE IT WAS A VERY LOGICAL PROCEDURE. HE REPEATED THAT HOUSING WOULD BE PURCHASED ONLY WHEN ABSOLUTELY NO ALTERNATIVE EX-8 53\$ -,\$ -8\$ 5#-5 &9;34,,3,5 5-/-FREE LAND WOULD BE SOUGHT. IT WAS CONCEDED THAT NO PERSONNEL PLAN HAD BEEN DEVELOPED BECAUSE IN LIGHT OF THE MANAGEMENT SURVEY, IT MADE NO SENSE.

7. BOARD OF AUDITORS REPORT. IN DISCUSSING THE AUDITORS REPORT THE US DEL SUGGESTED A REVISION OF THE PROGRAM SUPPORT AND ADMINISTRATIVE SERVICES STRUCTURES WITH A VIEW TO IDENTIFYING AREAS WHERE ECONOMIES CAN BE EFFECTED; SUPPORTED THE SUGGESTION OF FILLING VACANCIES IN FIELD OFFICES BY LOCALLY RECRUITED PERSONNEL WHEN SUIT-ABLE; REQUESTED A REVIEW OF THE UNICEF PROGRAM ALLOCATIONS PROCEDURE WHICH THE AUDITORS STATE IS IN CONFLICT WITH FINANCIAL REGULATIONS WHICH STIPULATE THAT UNOBLIGATED PROGRAM COMMITMENTS BE CANCELLED AT THE END OF THE YEAR; RECOMMENDED THAT ESTABLISHED BIDDING PROCEDURES BE USED IN AD ERTISED CONTRACT PROCUREMENT OF ALL GOODS AND SERVICES AS A MEANS OF REDUCING COSTS; SUPPORTED THE USE OF OUTSIDE CONSULTANTS WHEN THEY HAVE EXPERTISE NOT AVAILABLE WITHIN UNICEF OR THE UN FAMILY; SUPPORTED CURRENT EVALUATIONS OF THE GREETING CARD OPERATION IN AN EFFORT TO CORRECT OVER-PRODUCTION.

IN RESPONSE TO STATEMENTS MADE BY THE US DEL REGARDING BIDDING, SUPPLY CHIEF (WITTRIN) STATED THAT FLEXIBILITY WAS NEEDED IN THE CASE OF EMERGENCIES AND THE ORGANIZATION SHOULD BE ABLE TO INTER- PRET BIDDING RULES WITH IMAGINATION. RAPID CHANGES IN PRICE DOES NOT ALLOW THAT RULES AND REGULATIONS BE FOLLOWED. TO BE EFFICIENT, IT IS SOMETIMES NECESSARY TO INTERPRET THE RULES. HE CONCLUDED BY SAYING THAT THE REGULATIONS SHOULD BE REVISED TO MEET THE ECONOMIC NEEDS OF THE PRESENT TIME.

UNCLASSIFIED

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PAGE 03 USUN N 01912 02 OF 02 222135Z

8. COPENHAGEN PACKING ASSEMBLY AND CENTER (UNIPAC). FIVE DELS (US, UK, NIGERIA, INDIA, SWEDEN) SPOKE ON THIS ISSUE AND RAISED QUESTIONS ON THE SURCHARGE FOR REIMBURSABLE PROCUREMENT, CPMPUTER SERVICES, AND THE CONSTRUCTION OF A NEW WAREHOUSE. THE US DEL ASKED HOW LONG THE 20PERCENT INCREASE WOULD BE NEEDED WHICH WAS REQUESTED IN THE RES. IN RESPONSE SECT. STATED THAT THE CENTER IS A SERVICE FUNCTION AND LABOR SAVING DEVICE FOR RECEIVING COUNTRIES WHICH IS SELF-LIQUIDATING. MOST OF THE SUPPLIES SHIPPID FROM THE CENTER ARE COMMITMENTS TO PROGRAMS WHICH HAVE BEEN APPROVED BY THE EXECUTIVE BOARD. THE SURCHARGE IS THE SELF-LIQUIDATING ASPECT OF THE CENTER. BECAUSE THE CENTER MAKES PURCHASES IN BULK WHICH MEANS LOWER PRICES, THE UN SYSTEM IS CONSIDERING USING UNIPAC FOR REIMBURSABLE PROCUREMENT. IN RESPONSE TO THE UK QUESTION, IT WAS EXPLAINED THAT THE CENTER WILL BE ACQUIRING A COMPUTER IN 1975 AND WILL NEED A COMPUTER OPERATOR. FOR PRACTICAL PURPOSES, MAINLY INFLATION, A NEW WAREHOUSE WILL NOT BE CONSTRUCTED. THE SECT. SAID THAT IT WOULD REPORT ANNUALLY ON THE 20 PERCENT INCREASE AS REQUESTED BY THE US DEL. THE FINANCIAL PLAN, THE ADMINISTRATIVE SERVICES AND PROGRAM SUPPORT BUDGET ESTIMATES FOR 1975, AND THE COPENHAGEN RECOMMENDATION WERE ALL APPROVED BY THE BOARD.

9. GREETING CARD OPERATION. THE USDEL NOTED THE DECISION OF SOME COMITES TO SELL GREETING CARDS YEAR ROUND. HE SUGGESTED THAT CONTINUOUS ACTIVITY MAY OBTAIN THE HEAVY INVESTMENT IN PROMOTION AND BROCHURES. BROCHUERSS HAVE BEEN A PARTICULAR SOURCE OF CRITICISM FOR THE GCO. BECAUSE COSTS APPEAR TOO LARGE FOR A NON-PROFIT EFFORT. HE CONCLUDED BY STATING THERE SHOULD BE A CONTINUOUS EXAMINATION OF THIS ISSUE AND ATTEMPTS MADE TO REDUCE COSTS TO THE MINIMUM. THE UK COMPLAINED ABOUT THE CONSTANT OVERPRODUCTION OF GREETING CARDS AND EXPRESSED THE HOPE THAT THIS PROBLEM WILL EVENTUALLY BE CORRECTED. IN DEFENSE OF THE US AND CANADA REGARDING THE 25PERCENT RETAINER RESTRICTION, THE UK DEL NOTED THAT THE SOPHISTICATED CARD MARKET IN THESE COUNTRIES PLUS THE COST OF FREIGHT AND HANDLING CREATED HIGHER EXPENDITURES THAN IN SMALLER COUNTRIES. HE SUGGESTED THAT THE SITUATION BE REVIEWED WITH THESE FACTORS IN MIND. THE GERMAN DEL SUGGESTED INCREASED PRODUCTION OF POSTAL CARDS WHICH ARE CHEAPER TO MAIL.

RESPONDING TO THE QUESTMIONS AND CRITICISMS, HEYWARD SAID THAT THE BROCHURE PROBLEM HAD BEEN DISCUSSED AND IT WAS RECOMMENDED THAT COMITES 1) REDUCE PRODUCTION; 2) PRODUCE SMALLER LEAFLETS; AND 3) UNCLASSIFIED

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PAGE 04 USUN N 01912 02 OF 02 222135Z

ANALYZE MAILING LISTS AS A MEANS OF REDUCING COSTS FOR THIS COM-09,3,5 9* 5#3 &43358,& :-4\$ 9034-589,. PRODUCTION IN EXCESS OF SALES OR OVERPRODUCTION WAS BEING CONSTANTLY REVIEWED AND IT WAS FELT THAT THE SITUATION WOULD IMPROVE FOLLOWING A COMPUTERIZATION

OF THE PROGRAM.

10. MANAGEMENT SURVEY. PALIN, A MEMBER OF THE SURVEY TEAM SAID THAT IN TALKING WITH DELS HE FOUND THAT SOME WANTED THE SURVEY TO EXPLORE UNICEF AND SOME WANTED JUST THE OPPOSITE. HE STATED THAT IN DOING THE SURVEY THE TEAM WOULD HAVE TO UNDERSTAND POLICY BUT THEIR MAJOR GOAL WAS THE IMPROVEMENT OF UNICEF'S OPERATIONS IN ORDER TO MAKE IT A MORE EFFICIENT ORGANIZATION. IN ADDITION IT WAS THE TEAM'S JOB TO FIND OUT HOW PEOPLE IN THE FIELD CAN BE MORE EFFICIENT AND HOW THE SECT. COULD IMPLIFY ITS WORKLOAD. THE TEAM IS NOW IN THE MIDDLE OF THE INITIAL OVERVIEW PHASE. WHILE CERTAIN CHANGES CAN BE MADE AT ONCE, FURTHER DETAILED CHANGES WILL BE REQUIRED IF THE FINAL REPORT IS ACCEPTED. CHANGES WILL BE REQUIRED IN PERSONNEL MANAGEMENT, THE BUDGET SYSTEM, TRAINING OF PERSONNEL FOR NEW FUNCTIONS AND AN OVERHAUL OF THE SECT. IT WILL TAKE APPROX THREE YEARS TO ACCOMPOISH THESE CHANGES. OBSERVING THE ADMINISTRATIVE AND FINANCE COMITE MEETING, THE TEAM NOTED THAT DELS WERE CONCERNED ABOUT THE BUDGET STRUCTURE, THE LEVEL OF PROGRAM SUPPORT, MANAGEMENT CONTROL AND THE TWO BUDGETS, ADMINISTRATIVE AND PROGRAM SUPPORT. HE SUGGESTED THAT THE COMITE LACKED THE SUFFICIENT CRITERIA TO PASS JUDGMENT ON THESE ISSUES. AS AN ALTERNATIVE, HE RECOMMENDED THAT THERE SHOULD BE DISCUSSION OF THE SUBSTANTIVE ACTIVITIES OF UNICEF WHICH ARE THE CRITERIA FOR DETERMING ADMINISTRATIVE COSTS.

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